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The Influence of Work Ability, Work Resilience, and Job Insecurity on Employee Performance at PT. Gloria Bisco

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Abstract

This study examines the influence of Work Ability, Work Resilience, and Job Insecurity on Employee Performance at PT Gloria Bisco. The originality of this research lies in its integrated analysis of technical competence, psychological resilience, and perceived job insecurity within a manufacturing production context, which remains underexplored in prior studies that often examine these factors separately. The objective of this study is to analyze both the partial and simultaneous effects of these variables on employee performance. This research employs a quantitative explanatory design. The population comprises 398 production employees, from which 80 respondents were selected using the Slovin formula with a 10% margin of error. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression, including t-tests, F-tests, and the coefficient of determination (R^2). The empirical results indicate that work ability and work resilience have a positive and significant effect on employee performance, while job insecurity has a negative but statistically insignificant effect. Simultaneously, all independent variables significantly influence employee performance. The implications of this study suggest that organizations should prioritize the development of employee competencies and resilience-building programs, while also managing perceptions of job insecurity to maintain psychological stability and sustainable performance.

Keywords:
Work Ability, Work Resilience, Job Insecurity, Employee Performance.

INTRODUCTION

In the rapidly evolving and highly competitive manufacturing industry, organizations face significant pressure to maintain high employee performance as a critical driver of productivity, operational efficiency, product quality, and overall organizational success [1]. In Indonesia, food manufacturing companies such as PT Gloria Bisco heavily depend on their production employees to meet operational targets and maintain market competitiveness. Variations in employee performance within production departments, however, remain a persistent challenge, prompting the need to identify the underlying determinants that drive consistent and high level performance [2].

Employee performance is influenced by both technical competencies and psychological factors. Work ability, defined as the combination of knowledge, skills, and experience, enables employees to perform tasks efficiently and adapt to job demands [3]. Employees with higher work ability are more capable of producing quality output, meeting deadlines, and adjusting to operational challenges [4]. Meanwhile, work resilience the capacity to withstand and recover from work-related stress and pressure has emerged as a critical psychological resource in today's fast-paced manufacturing environments. Resilient employees are better equipped to sustain performance under high workload and organizational change [5]. Another factor of interest is job insecurity, which reflects employees' perceived uncertainty regarding job continuity and career prospects [6], [7], [8]. While prior research has indicated that job insecurity may negatively affect motivation, commitment, and performance, empirical findings are mixed, particularly in manufacturing settings where employees may continue performing despite perceived threats to job stability [9], [10], [11].

The urgency of this research lies in its practical implications: identifying factors that reliably enhance employee performance in a production environment contributes to both operational efficiency and strategic human resource planning. State-of-the-art (SOTA) studies have largely examined work ability, resilience, and job insecurity independently, often in service or office contexts, leaving a research gap regarding their simultaneous influence in the Indonesian manufacturing sector [12], [13], [14]. The novelty of this study is the integrated examination of work ability, work resilience, and job insecurity on employee performance at PT Gloria Bisco, capturing both partial and collective effects. By doing so, this research not only provides empirical evidence for the manufacturing industry but also offers actionable insights for human resource development strategies tailored to technical and psychological workforce competencies.

This study aims to analyze the influence of work ability, work resilience, and job insecurity on employee performance, providing a comprehensive understanding of how both technical and psychological factors shape performance outcomes in a production-intensive setting. The findings are expected to serve as a reference for improving human resource policies and designing interventions that enhance workforce efficiency and stability [15], [16], [17].

METHODS

This study employed a quantitative approach with an explanatory research design to examine the causal relationship between work ability, work resilience, job insecurity, and employee performance at PT Gloria Bisco. This approach was selected because it enables hypothesis testing through statistical analysis and objective measurement of variables.

The research was conducted at PT Gloria Bisco, with the population consisting of 398 employees in the production department. The sample size was determined using the Slovin

formula, resulting in 80 respondents, and the sampling technique used was stratified random sampling to ensure proportional representation.

Data were collected using a structured questionnaire measured on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to data analysis, the research instrument was tested for validity and reliability. The collected data were then analyzed using multiple linear regression analysis with the assistance of SPSS version 25 (Statistical Product and Service Solution) to test both partial and simultaneous effects of the independent variables on employee performance. This methodological framework ensures that the study can rigorously assess the direct and combined effects of technical competencies and psychological factors on employee performance, providing both empirical evidence and practical insights for human resource management in the manufacturing sector [18], [19].

RESULT AND DISCUSSION

Validity Test

Validity testing was conducted to ensure that each questionnaire item accurately measured the intended construct. The item-total correlation method was used, comparing the correlation coefficient of each item with the critical r-value (r-table). A significance level of 0.05 and degrees of freedom $df = n-2 = 78$, were applied, resulting in a critical r-value of 0.219. Items with r-count > 0.219 were considered valid.

Table 1. Validity Test

Variable	Item	Corrected Item-Total Correlation (r-count)	Validity Status
Work Ability (X_1)	1	0.562	Valid
	2	0.634	Valid
	3	0.581	Valid
Work Resilience (X_2)	1	0.598	Valid
	2	0.612	Valid
	3	0.573	Valid
Job Insecurity (X_3)	1	0.345	Valid
	2	0.392	Valid
	3	0.421	Valid
Employee Performance (Y)	1	0.621	Valid
	2	0.594	Valid
	3	0.637	Valid

(IBM Statistics 25 Data Processing Result Source)

All questionnaire items for work ability, work resilience, job insecurity, and employee performance were found to be valid, as their r-count values exceeded the critical r-value of 0.219. This indicates that each item effectively measures the intended construct. Therefore, the instrument is appropriate for further statistical analysis, including regression testing.

Reliability Test

The results of the reliability analysis show that all variables have Cronbach's Alpha values exceeding the minimum threshold of 0.6. This indicates that the measurement items used for work ability, work resilience, job insecurity, and employee performance possess satisfactory internal

consistency. Thus, the research instruments are deemed reliable and appropriate for hypothesis testing and further statistical analysis.

Tabel 2. Reliability Test Result

Variable	Number of Items	Cronbach's Alpha	Reliability Status
Work Ability (X_1)	3	0.781	Reliable
Work Resilience (X_2)	3	0.762	Reliable
Job Insecurity (X_3)	3	0.695	Reliable
Employee Performance (Y)	3	0.804	Reliable

(IBM Statistics 25 Data Processing Result Source)

All variables work ability, work resilience, job insecurity, and employee performance demonstrated Cronbach's Alpha values exceeding 0.6. This indicates that the questionnaire items are internally consistent and reliably measure the intended constructs. Therefore, the research instruments are suitable for hypothesis testing and multiple linear regression analysis.

Normality Test

Normality testing was conducted to determine whether the residuals of the regression model are normally distributed, which is an important assumption for multiple linear regression analysis. The Kolmogorov–Smirnov (K–S) test was used, with a significance level of 0.05. Residuals are considered normally distributed if the significance value (Asymp. Sig.) > 0.05.

Table 3. Normality Test Result

Test Method	N	Asymp. Sig.	Normality Status
Kolmogorov–Smirnov	80	0.122	Normal

(IBM Statistics 25 Data Processing Result Source)

The Kolmogorov–Smirnov test shows a significance value of 0.122, which is greater than 0.05. This indicates that the residuals of the regression model are normally distributed. Therefore, the normality assumption for multiple linear regression analysis is satisfied.

Multicollinearity Test

Multicollinearity testing was conducted to determine whether the independent variables (work ability, work resilience, and job insecurity) are highly correlated with each other, which can distort regression coefficients. The Variance Inflation Factor (VIF) and Tolerance values were used as indicators. A variable is considered free from multicollinearity if VIF < 10 and Tolerance > 0.1.

Table 4. Multicollinearity Test Result

Model	Variable	Tolerance	VIF	Multicollinearity Status
1	Work Ability (X_1)	0.178	5.602	No Multicollinearity
1	Work Resilience (X_2)	0.190	5.255	No Multicollinearity
1	Job Insecurity (X_3)	0.704	1.420	No Multicollinearity

(IBM Statistics 25 Data Processing Result Source)

All independent variables show VIF values below 10 and Tolerance values above 0.1, indicating no multicollinearity. This means that the variables are not highly correlated and can be

included in the regression model simultaneously. Therefore, the regression analysis results are reliable and free from multicollinearity distortion.

Heteroscedasticity Test

Heteroscedasticity testing was conducted to examine whether the variance of residuals is constant across all levels of the independent variables. The Glejser test (or significance test in SPSS) was used, with a significance level of 0.05. If the significance value > 0.05, the variable is considered free from heteroscedasticity.

Tabel 5. Heteroscedasticity Test Result

Variable	Significance (p-value)	Heteroscedasticity Status
Work Ability (X_1)	0.010	Heteroscedastic
Work Resilience (X_2)	0.001	Heteroscedastic
Job Insecurity (X_3)	0.650	Homoscedastic

(IBM Statistics 25 Data Processing Result Source)

The Job Insecurity variable (X3) has a significance value of 0.650, which is greater than 0.05, indicating that it is free from heteroscedasticity symptoms. However, the Work Ability variable (X1) has a significance value of 0.010, and the Work Resilience variable (X2) has a significance value of 0.001. Since both significance values are less than 0.05, variables X1 and X2 indicate the presence of heteroscedasticity. Overall, because there are variables that violate the classical assumption, the regression model exhibits heteroscedasticity, indicating that model improvement or corrective measures are required.

Linearity Test

Linearity testing was conducted to examine whether a linear relationship exists between the independent variables work ability, work resilience, and job insecurity and employee performance. This test is essential in multiple linear regression analysis to ensure that the relationship between each independent variable and the dependent variable meets the linearity assumption. The results show that the significance values of deviation from linearity for all independent variables are greater than 0.05, indicating that the relationships between work ability, work resilience, job insecurity, and employee performance are linear. Therefore, the multiple linear regression model used in this study is appropriate for further analysis.

Table 6. Linearity Test Result

Independent Variable	Significance (p-value)	Linearity Status
Work Ability (X_1)	0.112	Linear
Work Resilience (X_2)	0.084	Linear
Job Insecurity (X_3)	0.276	Linear

(IBM Statistics 25 Data Processing Result Source)

The significance values for all independent variables are greater than 0.05, indicating that the relationships between each independent variable and employee performance are linear. This satisfies the linearity assumption required for multiple linear regression analysis. Therefore, the regression model is appropriate for further analysis.

Multiple linear regression analysis

Multiple linear regression analysis was conducted to examine the effect of work ability (X_1), work resilience (X_2), and job insecurity (X_3) on employee performance (Y). The regression model is expressed as :

$$Y=14.232+0.478X1+0.442X2-0.052X3$$

Where $Y$is employee performance, $X_1$is work ability, $X_2$is work resilience, $X_3$is job insecurity, and the coefficients represent the predicted change in $Y$for a one-unit change in each independent variable.

Table 7. Multiple Linear Regression Results

Variable	Coefficient (B)	t-value	p-value	Effect on Employee Performance
Work Ability (X_1)	0.478	3.216	0.002	Positive & Significant
Work Resilience (X_2)	0.442	2.999	0.004	Positive & Significant
Job Insecurity (X_3)	-0.052	-0.848	0.399	Negative & Not Significant
Constant	14.232	-	-	-

(IBM Statistics 25 Data Processing Result Source)

The results indicate that work ability (X_1) and work resilience (X_2) have positive and significant effects on employee performance, meaning higher competency and resilience enhance performance. In contrast, job insecurity (X_3) has a negative but statistically insignificant effect, suggesting that perceived job uncertainty does not meaningfully reduce performance in this context. The constant (intercept) represents the baseline level of employee performance when all independent variables are zero. Overall, these findings demonstrate that technical competence and psychological resilience are the primary drivers of employee performance at PT Gloria Bisco.

The coefficient of determination analysis

The coefficient of determination analysis was conducted to measure how much variation in employee performance can be explained by the independent variables, namely work ability, work resilience, and job insecurity. This analysis provides insight into the explanatory power of the regression model. The values of R, R Square, and Adjusted R Square were used for interpretation.

Table 8. Result of Coefficient of Determination Analysis

Model	R	R Square	Adjusted R Square	Explanation
1	0.858	0.736	0.727	Strong model fit

(IBM Statistics 25 Data Processing Result Source)

The Adjusted R Square value of 0.727 indicates that 72.7% of the variation in employee performance (Y) is explained by variables X_1, X_2, and X_3. The remaining 27.3% is influenced by other factors or variables outside this research model. Meanwhile, the R value of 0.858 indicates a very strong simultaneous relationship among the variables.

Partial T-tests

Partial t-tests were conducted to examine the individual (partial) effect of each independent variable work ability, work resilience, and job insecurity on employee performance. The decision

criteria were based on a significance level of 0.05 and comparison between the calculated t-value and the t-table value (1.985). A variable is considered to have a significant partial effect if p<0.05 p<0.05 and |tcalculated|ttable.

Table 9. Partial t-tests Result

Variable	t-value	t-table	p-value	Partial Effect
Work Ability (X_1)	3.216	1.985	0.002	Significant
Work Resilience (X_2)	2.999	1.985	0.004	Significant
Job Insecurity (X_3)	-0.848	1.985	0.399	Not Significant

(IBM Statistics 25 Data Processing Result Source)

The t-test indicates that work ability (X_1) has a significant partial effect on employee performance, as shown by a t-value of 3.216 which exceeds the t-table value of 1.985, with a significance level of $p = 0.002$ ($p < 0.05$). Similarly, work resilience (X_2) also demonstrates a significant partial effect on employee performance, with a t-value of 2.999 and a significance level of $p = 0.004$ ($p < 0.05$). In contrast, job insecurity (X_3) does not show a significant partial effect on employee performance, as indicated by a t-value of -0.848 ($|t| < 1.985$) and a significance level of $p = 0.399$ ($p > 0.05$). These results suggest that employee performance at PT Gloria Bisco is significantly influenced by work ability and work resilience, whereas job insecurity does not have a statistically significant impact.

F-test

The F-test was conducted to examine whether work ability (X_1), work resilience (X_2), and job insecurity (X_3) simultaneously have a significant effect on employee performance. The decision criteria were based on a significance level of 0.05 and comparison between the calculated F-value and the F-table value. The model is considered significant if $p < 0.05$ and F-calculated > F-table.

Table 10. Result of F-test

Model	F-value	F-table	Significance (p-value)	Decision	Interpretation
Regression Model	71.894	2.72	0.000	Accepted	Independent variables simultaneously affect employee performance

(IBM Statistics 25 Data Processing Result Source)

Based on the ANOVA table above, it is found that the calculated F value is 71.894 with a significance value of 0.000. Since the significance value of 0.000 is less than 0.05 (or the calculated F value is greater than the F table value: 71.894 > 2.72), it can be concluded that work ability (X_1), work resilience (X_2), and job insecurity (X_3) simultaneously have a significant effect on the dependent variable, namely employee performance.

DISCUSSION

The results of this study indicate that work ability and work resilience have positive effects on employee performance, while job insecurity has a negative effect on employee performance at PT Gloria Bisco. Furthermore, the simultaneous test shows that all independent variables collectively have a significant influence on employee performance. The measurement instruments

were proven to be valid and reliable, and the data met the classical assumption tests, including normality and the absence of multicollinearity. Although heteroscedasticity was detected in some variables, the regression model remains adequate for explaining employee performance.

1. Effect of Work Ability on Employee Performance

Work ability was found to have a positive and significant effect on employee performance. This result indicates that employees who possess higher levels of knowledge, skills, and work experience are able to perform their tasks more effectively and efficiently [20], [21]. In the production department of PT Gloria Bisco, employees with strong work ability tend to complete tasks accurately, minimize errors, and adapt better to operational demands. This finding supports previous studies which emphasize that work ability is a key determinant of employee performance, particularly in manufacturing environments that require technical competence and precision [22].

2. Effect of Work Resilience on Employee Performance

Work resilience also shows a positive and significant effect on employee performance. This suggests that employees who are able to cope with work pressure, adapt to changes, and recover from job related stress are more capable of maintaining stable performance levels. In the context of PT Gloria Bisco, where production targets and workload pressures are relatively high, resilient employees are better prepared to handle challenges without experiencing a decline in performance [23]. This finding is consistent with prior research highlighting resilience as an important psychological resource that supports sustained employee performance [24].

3. Effect of Job Insecurity on Employee Performance

In contrast, job insecurity was found to have a negative but not significant effect on employee performance. This indicates that although higher perceptions of job insecurity tend to reduce employee performance, the effect is not strong enough to be statistically significant. One possible explanation is that employees in the production department may prioritize job retention by maintaining performance levels despite feelings of uncertainty regarding job continuity [25]. This result aligns with previous studies that report inconsistent findings regarding the relationship between job insecurity and performance [26].

4. Simultaneous Effect of Work Ability, Work Resilience, and Job Insecurity

The simultaneous analysis confirms that work ability, work resilience, and job insecurity collectively have a significant influence on employee performance [27], [28]. The results of the F-test demonstrate that the regression model is statistically significant, indicating that the combination of technical competence, psychological resilience, and perceptions of job security plays an important role in shaping employee performance at PT Gloria Bisco. Practically, these findings suggest that improving employee performance requires not only enhancing skills and competencies but also strengthening employees' resilience and managing perceptions of job insecurity within the organization [29], [30], [31].

CONCLUSION

This study investigates the influence of work ability, work resilience, and job insecurity on employee performance at PT Gloria Bisco using a quantitative explanatory approach. The results demonstrate that work ability and work resilience have positive and significant effects on employee

performance, highlighting the critical role of both technical competencies and psychological adaptability in manufacturing environments. In contrast, job insecurity shows a negative but statistically insignificant effect, suggesting that perceived employment uncertainty does not directly impair performance in this organizational context. Simultaneously, the findings confirm that work ability, work resilience, and job insecurity collectively influence employee performance, indicating that employee performance is shaped by an interaction of skill based and psychological factors. Overall, this study concludes that improving employee performance requires a balanced human resource strategy that emphasizes competency development and resilience enhancement, while also managing employees' perceptions of job security. These findings provide empirical evidence that technical expertise and psychological strength are key drivers of sustainable performance in production-oriented organizations.

Limitations. Despite its contributions, this study has several limitations that should be considered when interpreting the results. First, the study focuses on a single manufacturing company, which may limit the generalizability of the findings to other industries or organizational contexts. Second, the use of self-reported questionnaire data may introduce response bias, as employee perceptions may not fully reflect actual performance conditions. Third, the cross-sectional research design captures employee perceptions at one point in time, limiting the ability to observe changes in performance dynamics over time.

Future studies are encouraged to expand this research in several ways. First, researchers may consider examining multiple organizations or industries to enhance the generalizability and comparative value of the findings. Second, future research could incorporate additional variables, such as leadership style, job satisfaction, organizational commitment, or work environment, to develop a more comprehensive performance model. Third, employing longitudinal or mixed-method research designs may provide deeper insights into how work ability, resilience, and job insecurity evolve over time and interact with organizational changes. Such approaches would contribute to a richer understanding of employee performance and support the development of more effective human resource management strategies.

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